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Programme planning

Proposed strategic framework for the period 2010-2011

Part two: biennial programme plan

Programme 12
Human settlements

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Overall orientation

12.1 The biennial programme plan is based on the medium-term strategic and institutional plan for the period 2008-2013, which was approved by the Governing Council of the United Nations Human Settlements Programme (UN-Habitat) at its twenty-first session through its resolution HSP/GC/21/2 of 20 April 2007. The plan sharpens UN-Habitat's programme focus, promotes alignment and coherence, and strengthens its catalytic role for the coordinated implementation of the Habitat Agenda and internationally agreed development goals relevant to human settlements.

12.2 Responsibility for human settlements is vested in UN-Habitat, which serves as the focal point for implementation of the programme within the United Nations system. The current mandate of UN-Habitat derives from the twin goals of the Habitat Agenda, resulting from the United Nations Conference on Human Settlements (Habitat II), which comprise "adequate shelter for all" and "sustainable human settlements development in an urbanizing world". The mandate of the programme also derives from: resolution 3327 (XXIX), in which the General Assembly established the United Nations Habitat and Human Settlements Foundation; resolution 32/162, in which the Assembly established the United Nations Centre for Human Settlements (Habitat); and resolution 56/206, by which the Assembly elevated the United Nations Centre for Human Settlements (Habitat) to the United Nations Human Settlements Programme. UN-Habitat is guided by its Governing Council, which reports every two years to the General Assembly through the Economic and Social Council and by a Committee of Permanent Representatives in Nairobi, which serves as a formal intersessional body. Important recent mandates derive from the Declaration on Cities and other Human Settlements in the New Millennium, which was adopted by the Assembly in its resolution S-25/2, other internationally agreed development goals, including those contained in the United Nations Millennium Declaration, such as the target of achieving a significant improvement in the lives of at least 100 million slum-dwellers by the year 2020, and the outcomes of the major United Nations conferences and international agreements since 1992, such as target 10 on water and sanitation of the Johannesburg Plan of Implementation. The aforementioned two targets were subsequently reaffirmed by the General Assembly in the 2005 World Summit Outcome, which highlighted slum prevention as a priority issue in human settlements. Additional mandates come from relevant legislative bodies regarding Agenda 21 (chaps. 7, 21 and 28) and relevant resolutions of the Governing Council of the United Nations Human Settlements Programme.

12.3 The world urban population is currently expanding at the rate of about 70 million people per year. About 95 per cent of all urban growth is taking place in developing countries, where 1 billion people live in overcrowded and life-threatening slums. The current rate of urban growth is almost equal to the rate of slum formation in some developing countries, particularly in sub-Saharan Africa and some parts of Asia. Slums are the most visible manifestation of urban poverty and the failure of sectorally focused policies and institutions in providing for the basic needs of people. In many cities, slums are no longer just marginalized neighbourhoods; they are the dominant and distinct type of human settlement characterizing many cities in the developing world. The main challenges are chaotic urban expansion, inadequate housing, lack of secure tenure, uncertain employment

and lack of basic services, especially safe water and sanitation. Rapid urbanization in most developing countries is characterized by deterioration in shelter conditions for the urban poor, while conflicts and disasters compound the daunting task of creating sustainable human settlements.

12.4 Central to meeting the challenge of urban poverty is the replacement of policies that foster social and physical exclusion with policies that recognize and respect the rights of all, especially women, youth, people living in poverty and those belonging to vulnerable and disadvantaged groups, to an adequate standard of living for themselves and their families, including adequate food, clothing, housing, water and sanitation, and the continuous improvement of living conditions. In consultation and cooperation with Governments, UN-Habitat develops and strengthens mechanisms for monitoring the impact of human settlements policies and programmes on the lives and livelihoods of women, men, youth and children in cities, especially those in low-income areas and slums.

12.5 The vision of the medium-term strategic and institutional plan, on which the biennial programme plan is based, is to set "the necessary conditions for concerted international and national efforts to stabilize the growth of slums and to set the stage for the subsequent reduction in and reversal of the number of slum-dwellers". The plan identifies five substantive focus areas which comprise: effective advocacy, monitoring and partnerships; participatory urban planning, management and governance; pro-poor land and housing; environmentally sound basic infrastructure and affordable services; and strengthened human settlements finance systems. Excellence in management was identified as a sixth focus area that supports implementation of the five other focus areas. The five substantive focus areas form the basis of an enhanced normative and operational framework consisting of a strengthened partnership and networking strategy and an integrated programme of activities at the global, regional, national and local levels. The medium-term strategic and institutional plan will be implemented in line with the ongoing United Nations reforms at the global and national levels, including support for enhanced harmonization, coherence and alignment of international development assistance. UN-Habitat will contribute to the improved coordination of activities through its strengthened participation in the United Nations country teams, in line with the policy of One United Nations.

12.6 The activities of UN-Habitat for the period 2010-2011 are based on the implementation phases specified in the action plan of the medium-term strategic and institutional plan: kick-start phase (2008); rollout phase (2009-2010); and upscaling phase (2011-2013). During the year 2010, UN-Habitat will complete the rolling out of those activities of the medium-term strategic and institutional plan that were begun in 2009 and kick-started in 2008, while the upscaling of those activities will commence in 2011.

12.7 The UN-Habitat programme of work consists of four strongly interlinked subprogrammes, namely: shelter and sustainable human settlements development; monitoring the Habitat Agenda; regional and technical cooperation; and human settlements financing. The interlinkages are reflected in the close cooperation among the subprogrammes, with the global campaign on sustainable urbanization providing an entry point for all work programme activities. Enhanced collaboration among UN-Habitat units and sections will occur through an integrative and synergetic approach to better serve the Member States, particularly through the

enhanced normative and operational framework concept. A strengthened programme review committee will also ensure the sharing of information among different subprogrammes, branches and sections in-house, as well as promote alignment and cohesion of the programmes.

12.8 While each subprogramme takes the lead in the implementation of specific focus areas, all are expected to contribute to the five focus areas. In keeping with resolution 19/2 adopted by the Governing Council in May 2003, the strategy of UN-Habitat in meeting its mandates rests upon four pillars that correspond to its four subprogrammes:

(a) Advocacy of agreed norms for improving the lives of poor people, particularly slum-dwellers, and building the capacity of central governments and local authorities, using as a primary vehicle the global campaign on sustainable urbanization (subprogramme 1: Shelter and sustainable human settlements development);

(b) Information generation and knowledge management for assessing progress made in implementing the Habitat Agenda and monitoring human settlements conditions and trends, with a particular focus on slum formation and the living conditions of slum-dwellers (subprogramme 2: Monitoring the Habitat Agenda);

(c) Operational activities focusing on technical assistance and capacity-building to test methods and concepts to be scaled up and transferred and to provide feedback to policymakers at all levels (subprogramme 3: Regional and technical cooperation);

(d) Facilitating pro-poor financing of housing and urban infrastructure and services that contribute to sustainable human settlements development and the improvement of living conditions of slum-dwellers (subprogramme 4: Human settlements financing).

12.9 UN-Habitat will continue to mainstream cross-cutting issues comprising the gender perspective, partnerships and youth, as well as promote the empowerment of women in human settlements activities. The Programme's efforts in promoting women's access to shelter were strengthened by the General Assembly in the 2005 World Summit Outcome (see resolution 60/1, para. 58) that guarantees women's free and equal rights to own and inherit property and ensures security of tenure of property and housing.

12.10 The work of UN-Habitat is concentrated in developing countries, countries with economies in transition and countries in need of effective post-conflict and post-disaster recovery and reconstruction. As the focal point for the implementation of the human settlements programme within the United Nations system, UN-Habitat will collaborate and cooperate with other United Nations organizations. Consultations have taken place among concerned entities of the Executive Committee of Economic and Social Affairs at the thematic cluster level. Those consultations are expected to lead to better coordination and more collaborative work among programmes in major common work areas of the United Nations Secretariat in the social and economic sectors. Outside the United Nations, UN-Habitat will also cooperate with Governments, local authorities, international financial institutions, regional development banks, the private sector and other Habitat Agenda partners. A significant mechanism for global advocacy on human

settlements issues and cooperation with Governments and Habitat Agenda partners is the World Urban Forum, which is held every two years to address pressing human settlements issues. The fifth session of the World Urban Forum will take place in 2010.

Subprogramme 1
Shelter and sustainable human settlements development

Objective of the Organization: To improve the shelter conditions of the world's poor and to ensure sustainable human settlements development in an urbanizing world, through the promotion of participatory urban planning, management, governance, pro-poor land and housing.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved access to housing, property and land for vulnerable groups, particularly the poor, to achieve Millennium Declaration target 11 on slums	(a) (i) Increased number of national Governments and local authorities introducing, revising and implementing pro-poor, gender- and age-sensitive land management, slum upgrading and prevention policies and strategies in line with the Millennium Declaration target on slums
	(ii) Increased number of national Governments, partnerships and alliances promoting, adopting and implementing effective shelter strategies and improved regulatory frameworks and capacities that provide for the progressive realization of housing, land and property rights
	(iii) Increased number of Governments, partners and alliances taking measures to reduce arbitrary and unlawful forced evictions
(b) Improved capacity for participatory, accountable, pro-poor, gender and age-sensitive urban governance and planning	(b) (i) Increased number of national Governments having increased institutional capacity for introducing, revising and implementing policies, legislation and national action plans and strengthened arrangements for promoting good urban governance and ensuring fiscal and political decentralization

	(ii) Increased number of cities measuring the quality of urban sustainability and governance, applying and promoting urban planning and governance tools, and adopting strategies for pro-poor and gender-sensitive urban governance
	(iii) Increased number of Habitat Agenda partners adapting, applying and promoting urban planning and governance tools
(c) Improved partnerships and collaboration with local authorities and their association in the implementation of agreed programmes and activities	**(c) Increased number of local authorities and partners engaging in joint activities towards the implementation of the Guidelines on Decentralization and related programmes**
(d) Improved capacity at the national and local levels to address sustainable urban development, so that cities are safer, less vulnerable to disaster, better able to adapt to and mitigate the effects of climate change and manage post-disaster and post conflict situations	**(d) (i) Increased number of Governments working with UN-Habitat to establish urban environmental management frameworks for sustainable development**
	(ii) Increased number of cities and municipalities working with UN-Habitat to promote crime prevention and safer cities for sustainable urban development
	(iii) Increased number of Governments and cities whose capacities are improved in undertaking management of human settlements in crisis through project interventions for disaster risk reduction and for sustainable rehabilitation of human settlements
(e) Improved national training and capacity-building strategies and strengthened institutions in meeting present and emerging training and capacity-building needs in shelter and sustainable urban development	**(e) (i) Increased number of Governments implementing capacity-building strategies to promote adequate shelter and sustainable urban development**
	(ii) Increased number of national training and capacity-building institutions using UN-Habitat manuals and methods on adequate shelter and sustainable urban development
	(iii) Increased number of tertiary education institutions introducing and enhancing education on adequate shelter and sustainable urban development

Strategy

12.11 The responsibility for the subprogramme is vested in the Shelter and Sustainable Human Settlements Development Division. In line with the medium-term strategic and institutional plan, this subprogramme will take the lead on the implementation of focus area 2, promotion of participatory urban planning, management and governance, and focus area 3, promotion of pro-poor land and housing, and will also contribute to the other three areas, since they are all cross-cutting. The strategy for implementing the programme of work is as follows:

(a) The subprogramme will seek to mobilize all Habitat Agenda partners to enhance the global visibility and policy prominence of urban issues to achieve the goal not only of slum upgrading but also of slum prevention, in order to realize more sustainable urban development. The Global Campaign on Sustainable Urbanization, a major advocacy tool, will serve as an entry point to the implementation of the Habitat Agenda and link operational and normative activities at all levels through the development and implementation of an enhanced normative and operational framework as elaborated in the medium-term strategic institutional plan. Particular focus will be placed on new forms of urban planning, as integral parts of sustainable development and good urban governance, and as cost-effective ways to achieve slum prevention and upgrading, as emphasized in paragraph 56 (m) of General Assembly resolution 60/1, the 2005 World Summit Outcome;

(b) During the biennium, UN-Habitat will strengthen its strategic partnership with local authorities and their associations, in particular with United Cities and Local Governments, provide advisory services and carry out advocacy work. The New Partnership for Africa's Development cities programme and similar programmes from other regions will be further developed and promoted as a means of contributing towards the Millennium Development Goals;

(c) The global programmes, which include normative, capacity-building and knowledge-management activities on secure tenure, housing and property rights, land and property administration, urban environmental management, urban governance, including decentralization, disaster prevention and management and safer cities, will be carried out within the context of the campaign, in support of the enhanced normative and operational framework and the Habitat country programme documents, thereby assisting in translating normative work into operational realities at the national and community levels. A strengthened Programme Review Committee will ensure the alignment and cohesion of initiatives as well as feedback of lessons learned;

(d) The capacity at the national and local levels to promote sustainable urban development and to undertake effective planning, management and delivery of shelter, land, infrastructure and services will be supported by dedicated training and capacity-building strategies and programmes, including human resource development, organizational development and institutional strengthening components. As a response to the Decade of Education for Sustainable Development, the links with universities will be increased and Habitat Partner Universities named. A special feature of the strategy will be to focus on the role of women and youth, community-based organizations as active participants and beneficiaries in the efforts to improve shelter conditions, urban governance and access to basic services.

Subprogramme 2
Monitoring the Habitat Agenda

Objective of the Organization: To monitor and assess progress towards the attainment of the Habitat Agenda goals and the targets of the Millennium Declaration and the Johannesburg Plan of Implementation on slums, safe drinking water and sanitation, as well as to raise global awareness of human settlements issues.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved global monitoring and awareness among Governments, local authorities and other Habitat Agenda partners of human settlements conditions and trends, including sustainable urbanization, best practices, and progress made in implementing the Habitat Agenda and in achieving the relevant United Nations Millennium Declaration targets	(a) (i) Increased number of references to the *Global Report on Human Settlements*, the *State of the World's Cities* report and the *Best Practices Database*, captured in government publications and other influential media (ii) Increased number of Governments in the medium-term strategic and institutional plan for 2008-2013 focus countries using policy recommendations contained in the *Global Report on Human Settlements* in decision-making (iii) Increased number of Habitat Agenda partners using the *Global Report on Human Settlements*, the *State of the World's Cities* report and the *Best Practices Database* in their education and training programmes (iv) Increased number of in-house and other best practices, documented, disseminated and analysed for policy implications and scaling up (v) Increased number of urban observatories that use urban information systems, such as Urban Info software and geographical information systems, for urban planning, management and policymaking

(b) Improved awareness among Governments, local authorities and other Habitat Agenda partners of the contribution of local economic development, employment generation and enhanced rural-urban economic linkages to poverty reduction and human settlements development	(b) (i) Increased number of requests from Governments and other Habitat Agenda partners for UN-Habitat policy guidelines on local economic development, employment generation, rural-urban linkages and poverty reduction (ii) Increased number of requests from Governments and other Habitat Agenda partners for information and policy advice on pertinent urban economic development issues, within the broader context of national development plans and poverty reduction strategies (iii) Increased number of downloads of UN-Habitat electronic publications on local economic development, employment generation, rural-urban linkages and poverty reduction
(c) Improved awareness among Governments, local authorities and other Habitat Agenda partners of the need to mainstream gender and youth concerns and partnerships, including incentives for public-private partnerships, in human settlements activities	(c) (i) Increased number of human settlements programmes of Habitat Agenda partners that mainstream gender and promote women's empowerment (ii) Increased number of human settlements programmes of Habitat Agenda partners that promote and mainstream youth-led development and mainstream strategic partnerships at global, national and local levels (iii) Increased number of public-private partnerships and community partnerships facilitated at global, national and local levels

Strategy

12.12 The responsibility for subprogramme 2 is vested in the Monitoring and Research Division. The core work of the subprogramme falls within focus area 1, effective advocacy, monitoring and partnerships, of the medium-term strategy and institutional plan. In terms of substantive content, however, the subprogramme's work is cross-cutting and contributes to all the other substantive focus areas of the Plan. The strategy consists of working in close collaboration with Habitat Agenda partners, including national and local urban observatories, to engage in a coordinated and systematic effort in:

(a) Collecting, collating, analysing, documenting and disseminating global and national data and evidence-based information on human settlements conditions and trends, including indicators, best practices, good policies and enabling

legislation, for assessing progress towards achieving the goals of the Habitat Agenda as well as those of the Millennium Declaration as set forth in General Assembly resolution 55/2, especially on slums, safe drinking water and sanitation; and use of such data and information for policy formulation;

(b) Identifying, developing, testing, disseminating, promoting and mainstreaming innovative policies and strategies within the substantive focus areas of the Plan, including urban planning and management, local economic development, urban-rural development linkages, urban poverty reduction and employment generation, gender and women's empowerment, and youth and strategic partnerships;

(c) Raising awareness on the role and capacity of public-private partnerships for upscaling pro-poor shelter and related infrastructure;

(d) Promoting the transfer and exchange of lessons learned from best practices on a North-South and South-South basis;

(e) Disseminating results and findings through various publications, including the two flagship reports: the *Global Report on Human Settlements* and the *State of the World's Cities*.

Subprogramme 3
Regional and technical cooperation

Objective of the Organization: To strengthen the formulation and implementation of urban and housing policies, strategies and programmes and to develop related capacities, primarily at the national and local levels.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced regional, national and local capacity to implement human settlements policies, strategies and programmes with special focus on the reduction of urban poverty and the response to natural and man-made disasters	(a) (i) Increased number of countries that strengthen their respective institutional capacities to develop strategies to reduce urban poverty
	(ii) Increased number of countries that strengthen their respective institutional capacities to respond to disasters and reduce vulnerability
	(iii) Increased number of countries adopting policies and strategies aimed at reducing urban poverty and disaster vulnerability
(b) Improved national policies on housing and urban development in line with UN-Habitat global norms and increased regional knowledge of urban conditions and trends	(b) (i) Increased number of countries adopting improved urban policies, in line with the Global Campaign for Sustainable Urbanization

	(ii) Increased number of countries implementing policies and strategies on slum upgrading and slum prevention
	(iii) Increased number of partners participating in the monitoring of human settlements conditions through the documentation of best practices and preparation of national and regional state-of-the-cities reports
(c) Improved coherence and integration of sustainable urbanization into United Nations development assistance frameworks and national development strategies and plans, including poverty reduction strategy papers, where they exist	(c) (i) Increased number of United Nations development assistance frameworks that have integrated pro-poor and sustainable urbanization
	(ii) Number of comprehensive Habitat country programme documents developed

Strategy

12.13 Responsibility for the subprogramme is vested in the Regional and Technical Cooperation Division. To achieve the objective, UN-Habitat combines normative and operational functions. The normative functions include setting standards, proposing norms and principles, and providing examples of best practices and good policies built on experience gained at the country level. In implementing the medium-term strategic and institutional plan, the Regional and Technical Cooperation Division will focus on all five substantive focus areas comprising: effective advocacy, monitoring and partnerships; promoting of participatory urban planning, management and governance; promoting pro-poor land and housing; environmentally sound basic urban infrastructure and services; and strengthened human settlements finance systems at the country and regional levels through the enhanced normative and operational framework. The strategy for implementing the objective will consist of the components outlined below:

(a) The operational activities providing technical assistance in policy formulation, capacity-building programmes and demonstration projects that support the normative work of UN-Habitat in developing countries and countries with economies in transition will be implemented in response to the identified national priorities and in line with the United Nations reform agenda, especially the One United Nations system at country level;

(b) National Habitat Programme Managers will continue to support normative and operational activities and contribute to the monitoring and implementation of the Habitat Agenda and the relevant Millennium Declaration targets at the national and local levels. To strengthen country-level operations, UN-Habitat ensures that all Habitat Programme Managers have sound knowledge of sustainable urbanization issues and capacity to support Governments and other partners at the local level as members of United Nations country teams. In addition, Habitat Programme Managers will act as country-level catalysts for the implementation of the medium-term strategic and institutional plan. Major emphasis

will be put on the exchange of policy experiences within regions and subregions and on regional monitoring;

(c) On the basis of a successful evaluation of the roll-out phase of the action plan of the medium-term strategic and institutional plan, and depending on the outcome of the Habitat country programme documents, engagement at country level may be extended through: maximum alignment of normative and operational activities within the context of the enhanced normative and operational framework; strengthened engagement with national Governments, United Nations country teams and the United Nations development assistance frameworks and poverty reduction strategy processes; and enhanced mobilization of resources and partners at the country level;

(d) Regional offices will coordinate activities carried out at the regional and country levels and contribute to the knowledge-management strategy in close collaboration with all four subprogrammes. They will backstop operational activities at the country level, continue to build capacity in disaster prevention and management, and ensure a rapid and effective response to post-conflict crises and disasters, as appropriate;

(e) Women, youth, older persons and persons with disabilities are expected to be active participants and beneficiaries of the programmes and projects implemented under the subprogramme.

Subprogramme 4
Human settlements financing

Objective of the Organization: To improve access to finance and institutional arrangements for housing and basic infrastructure and services, particularly for the urban poor, through innovative financing mechanisms and improved institutional capacity to leverage the contributions of communities, local authorities, the private sector, government and international financial institutions.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened human settlements finance systems including institutional arrangements for the United Nations Habitat and Human Settlements Foundation effectively to assist Member States and Habitat Agenda partners to mobilize investment for their pro-poor human settlements development, in particular in developing countries and countries with economies in transition	(a) (i) Increased number of countries making increased budgetary allocations for pro-poor urban infrastructure, basic services and housing development, including transfers and other forms of support to local authorities and, in selected places, experimental reimbursable seeding operations and other innovative financial mechanisms (ii) Increased number of operational procedures and guidelines introduced to strengthen institutional arrangements for the Foundation for the innovative financial mechanisms and experimental activities

(b) Improved investment in human settlements development leveraged by the Foundation, including its Slum Upgrading Facility, from domestic private and public sources through innovative mechanisms for financing housing and related infrastructure	**(b) (i) Increased number of countries working with the Foundation to strengthen mechanisms for financing housing and related infrastructure** **(ii) Increased number of financial instruments and bankable projects designed, packaged and effectively applied** **(iii) Increased level of public investment, private capital and community savings mobilized for slum upgrading, including water and sanitation and slum prevention programmes, at the country level** **(iv) Increased number of countries that have promoted relevant policy and regulatory reforms and institutional arrangements that facilitate the mobilization of public investments, community savings and private capital for affordable housing and related infrastructure**
(c) Expanded access to and sustained provision of adequate clean drinking water, improved sanitation and waste management, ecologically sound energy-saving transport and power supply technologies in urban and peri-urban areas, with due regard to small secondary towns	**(c) (i) Increased number of countries and cities adopting improved infrastructure governance frameworks ensuring the involvement of local authorities, communities and vulnerable groups for implementing policies, strategies and programmes designed to increase provision and sustainable access to safe drinking water, basic sanitation, and related infrastructure** **(ii) Increased number of urban centres of all sizes in developing countries benefiting from national reforms for improving safe drinking water, sanitation, solid waste services and related infrastructure** **(iii) Increased number of countries working with UN-Habitat to promote access to diverse and efficient energy services and to public and non-motorized transport**

		(iv) Increased number of countries with water utilities that have extended their services to informal settlements with greater financing through benchmarking for enhanced credit rating
(d) Expanded partnerships between UN-Habitat and international and regional financial institutions to ensure that the advocacy and technical assistance activities of the Organization promote and leverage investment by financial institutions in affordable housing and related infrastructure, thereby improving the coherence and impact of development assistance	(d)	(i) Increased number of partnerships established to enhance investment allocations for improving human settlements
		(ii) Increased level of the loan and loan guarantee portfolio by international and regional financial institutions in affordable housing and infrastructure resulting from those partnerships

Strategy

12.14 The responsibility of this subprogramme is vested in the Human Settlements Financing Division, which serves as the institutional anchor for the activities of the United Nations Habitat and Human Settlements Foundation. The Foundation is dedicated to working with Member States and domestic and international financial institutions to mobilize resources for affordable housing, water and sanitation and related infrastructure initiatives. The approach is to leverage existing local and international investments in those sectors, together with existing community savings, to attract private sector capital at a far greater scale of investment. In the implementation of the Medium Term Strategic and Institutional Plan, the Human Settlements Financing Division will take the lead on focus area 4, environmentally sound basic urban infrastructure and services, and on focus area 5, strengthening human settlements finance systems, as the principal areas of work and relate them to all the other focus areas. The subprogramme strategy will comprise the following:

(a) Strengthening the catalytic and pre-investment role of UN-Habitat, as called for by the Medium Term Strategic and Institutional Plan, by working with a range of partners and new arrangements to devise and apply innovative financial mechanisms for mobilizing investments from international and domestic sources to improve the availability of affordable housing, adequate shelter and environmentally sound basic infrastructure and services in developing countries and in countries with economies in transition. Special focus will be placed on the needs of slum-dwellers and low-income groups;

(b) Continued implementation, monitoring and evaluation of the four-year experimental reimbursable seeding operations started in 2008 for pro-poor housing and related infrastructure, building on the instruments and networks of the Water and Sanitation Trust Fund and the Slum Upgrading Facility, and working with existing financial institutions, other United Nations bodies and other operators in identifying risks, preconditions, methodologies and tools for innovative financial arrangements;

(c) Providing technical assistance and targeted seed capital through the Slum Upgrading Facility of the Foundation to develop and support mechanisms for mobilizing domestic savings and capital;

(d) Providing support to the Water for African Cities Programme and Water for Asian Cities Programme through the Water and Sanitation Trust Fund, together with support to the replicable model-setting initiatives in the Lake Victoria and Mekong regions;

(e) Promoting pro-poor investment in water and sanitation through strategic partnerships among key stakeholders, including community organizations, women, youth and other vulnerable groups, municipalities, private sector utility operators, financial institutions, and central Governments;

(f) Promoting sustainable transport, especially non-motorized transport as a tool for poverty alleviation;

(g) Undertaking energy efficiency audits of water utility operations, as well as working with local electricity utility companies in slum electrification programmes;

(h) Working with the World Bank Group, regional development banks, and other development banks, the private sector, United Nations agencies and other relevant partners to link the normative and technical cooperation activities of UN-Habitat with the investment portfolios of financing institutions to leverage domestic capital for slum upgrading and other pro-poor human settlements development as a key element of the enhanced normative and operational framework.

Legislative mandates

General Assembly resolutions

S-25/2	Declaration on Cities and Other Human Settlements in the New Millennium
53/242	Report of the Secretary-General on environment and human settlements
55/2	United Nations Millennium Declaration
56/206	Strengthening the mandate and status of the Commission on Human Settlements and the status, role and functions of the United Nations Centre for Human Settlements (Habitat)
57/144	Follow-up to the outcome of the Millennium Summit
57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields
57/275	Special session of the General Assembly for an overall review and appraisal of the implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and the strengthening of the United Nations Human Settlements Programme (UN-Habitat)

58/217	International Decade for Action, "Water for Life", 2005-2015
58/269	Strengthening of the United Nations: an agenda for further change
60/1	2005 World Summit Outcome (subprogrammes 1, 2 and 3)
60/15	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
60/124	Strengthening of the coordination of emergency humanitarian assistance of the United Nations (subprogrammes 1 and 3)
60/125	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development (subprogrammes 1 and 3)
60/130	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
60/188	Follow-up to and implementation of the outcome of the International Conference on Financing for Development (subprogrammes 2 and 4)
60/193	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
60/194	Follow-up to and implementation of the Mauritius Strategy for the further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States (subprogrammes 1 and 3)
60/195	International Strategy for Disaster Reduction (subprogrammes 1 and 3)
60/196	Natural disasters and vulnerability (subprogrammes 1 and 3)
60/203	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
60/209	Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006)
60/228	Third United Nations Conference on the Least Developed Countries: high-level meeting on the midterm comprehensive global review of the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
61/131	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
61/132	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
61/145	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly

61/191	Follow-up to and implementation of the outcome of the International Conference on Financing for Development
61/195	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
61/196	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
61/198	International Strategy for Disaster Reduction
61/200	Natural disasters and vulnerability
61/206	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
61/211	Third United Nations Conference on the Least Developed Countries
61/213	Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006)
62/91	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
62/92	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
62/131	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
62/137	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
62/189	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
62/191	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
62/192	International Strategy for Disaster Reduction
62/198	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)

Economic and Social Council resolutions, decisions and agreed conclusions

2002/1	Agreed conclusions 2002/1 on strengthening further the Economic and Social Council, building on its recent achievements, to help it fulfil the role ascribed to it in the Charter of the United Nations as contained in the United Nations Millennium Declaration
2003/62	Coordinated implementation of the Habitat Agenda
2005/48	Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to the major United Nations conferences and summits
2006/247	Human settlements
2007/249	Human settlements
2007/250	Documents considered by the Economic and Social Council in connection with economic and environmental questions on human settlements

Governing Council resolutions

18/4	Implementation of General Assembly resolution 53/242 and cooperation between the United Nations Centre for Human Settlements (Habitat) and the United Nations Environment Programme (subprogrammes 1 to 3)
19/5	Implementing and monitoring the goal of the United Nations Millennium Declaration on improving the lives of slum-dwellers
19/6	Water and sanitation in cities
19/16	Women's role and rights in human settlements development and slum upgrading
20/1	Youth and human settlements
20/7	Gender equality in human settlements development
20/10	World Urban Forum
20/19	Work programme and budget of the United Nations Human Settlement Programme for the 2006-2007 biennium
21/1	Proposed work programme and budget of the United Nations Human Settlements Programme for 2008-2009
21/2	Medium-term strategic and institutional plan for 2008-2013
21/9	Women's land and property rights and access to finance

Subprogramme 1
Shelter and sustainable human settlements development

Governing Council resolutions

16/7	The realization of the human right to adequate housing
17/10	Rural dimension of sustainable urban development
18/5	International cooperation and the review of mechanisms for monitoring the implementation of the Habitat Agenda
18/11	Intensifying dialogue on effective decentralization and strengthening of local authorities within the framework of the Habitat Agenda
19/3	Global campaigns on secure tenure and urban governance
19/4	Cooperation between the United Nations Human Settlements Programme and the United Nations Environment Programme
19/12	Decentralization and strengthening of local authorities
20/16	Enhancing the involvement of civil society in local governance
20/18	Decentralization and strengthening of local authorities
20/20	Thirteenth session of the Commission on Sustainable Development
21/3	Guidelines on decentralization and strengthening of local authorities
21/5	Sustainable development of Arctic human settlements

Subprogramme 2
Monitoring the Habitat Agenda

General Assembly resolutions

34/114	Global report on human settlements and periodic reports on international cooperation and assistance on human settlements
55/194	Scope to be covered by the special session of the General Assembly on the overall review and appraisal of the implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II)
59/248	World survey on the role of women in development
60/2	Policies and programmes involving youth
60/140	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly

Economic and Social Council resolutions

2001/22	Integrated and coordinated implementation of and follow-up to major United Nations conferences and summits: coordinated implementation of the Habitat Agenda
2006/247	Human settlements
2007/249	Human settlements
2007/250	Documents considered by the Economic and Social Council in connection with economic and environmental questions on human settlements

Governing Council resolutions

17/10	Rural dimension of sustainable urban development
18/10	The role of local authorities
19/10	Urban-rural linkages and sustainable urbanization
19/13	Enhancing the engagement of youth in the work of UN-Habitat
20/6	Best practices, good policies and enabling legislation in support of sustainable urbanization and the attainment of internationally agreed development goals
21/6	Urban youth development
21/9	Women's land and property rights and access to finance

Subprogramme 3
Regional and technical cooperation

General Assembly resolutions

59/243	Integration of the economies in transition into the world economy
59/250	Triennial comprehensive policy review of operational activities for development of the United Nations system
60/128	Assistance to refugees, returnees and displaced persons in Africa

Governing Council resolutions

19/7	Regional and technical cooperation
19/15	Countries with economies in transition
19/18	Human settlements development in the occupied Palestinian territories
20/14	Special Human Settlements Programme for the Palestinian People
20/15	Habitat Programme Managers and regional offices
20/17	Post-conflict, natural and human-made disaster assessment and reconstruction

Subprogramme 4
Human settlements financing

General Assembly resolutions

3327 (XXIX)	Establishment of the United Nations Habitat and Human Settlements Foundation

Governing Council resolutions

19/11	Strengthening the United Nations Habitat and Human Settlements Foundation
20/11	Strengthening the slum upgrading facility of the United Nations Habitat and Human Settlements Foundation
21/4	Guiding principles on access to basic services for all
21/7	Sustainable public-private partnership incentives for attracting large-scale private-sector investment in low-income housing
21/8	Africa fund/financing mechanism on slum prevention and upgrading
21/10	Strengthening the Habitat and Human Settlements Foundation: experimental financial mechanisms for pro-poor housing and infrastructure